ARMY GROUND RISK MANAGEMENT INFORMATION

Countermeasure

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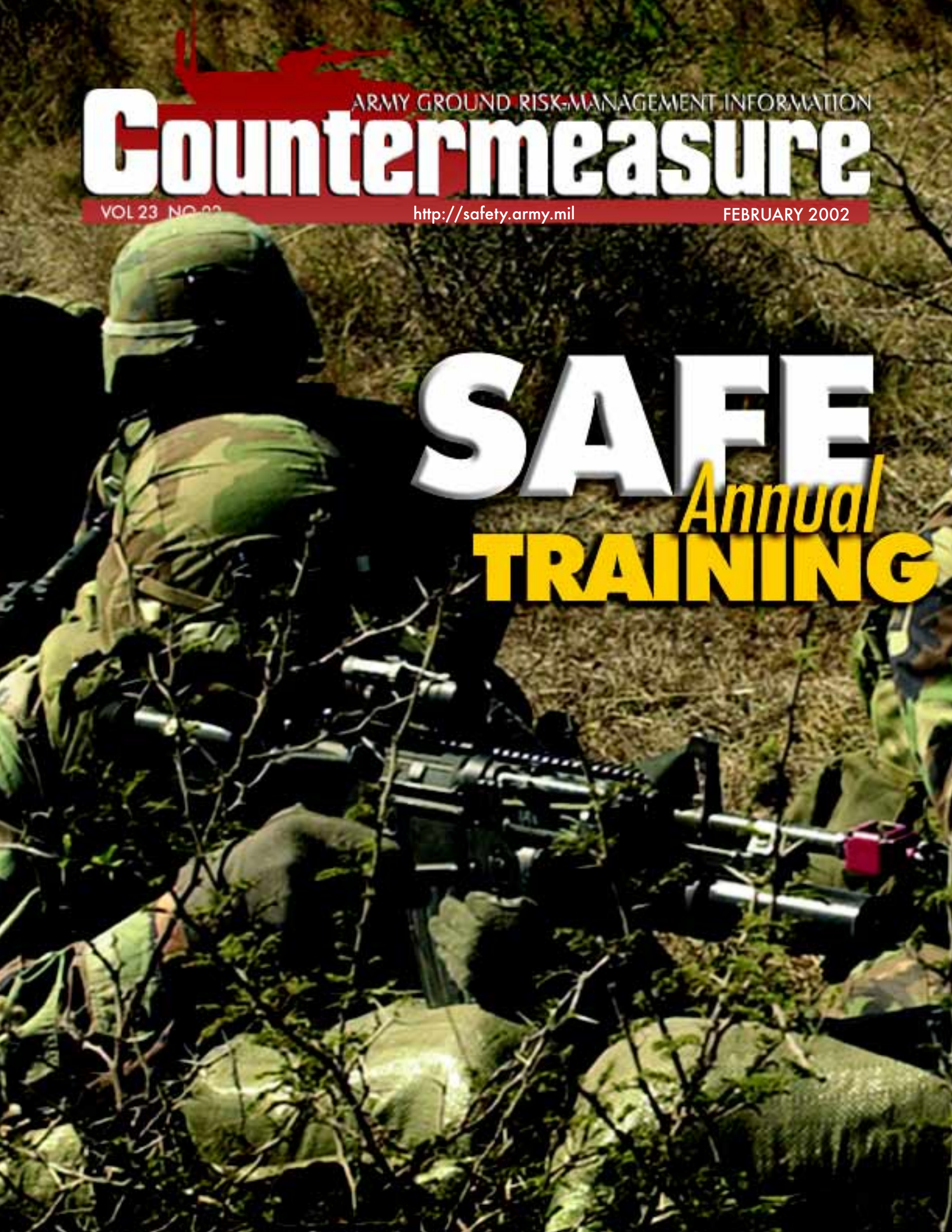

SAFE Annual TRAINING

Countermeasure

ARMY GROUND RISK-MANAGEMENT INFORMATION

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DASAF's CORNER

From the Director of Army Safety

Thanks For What You Do Every Day

On an airplane yesterday, I read an article about a new coach for one of the professional football teams and how much he was going to be paid to turn 50 professional athletes into a winning team. It made me reflect on what leaders do in the Army every day: turn the most dedicated, professional soldiers in the world into successful teams capable of executing the most demanding missions in unbelievably challenging environments and conditions.

One particular example of some great training and leadership that I was privileged to observe last year while serving as the ADC-M of the 1st Cavalry came to mind. It was Bradley Table XII training. The unit, with no officer assigned and a young staff sergeant serving as the platoon sergeant, was from the 2nd Battalion of the famous 7th Cavalry.

I can still feel the chill of the morning air as the four M2s moved forward in the light fog that was hanging in the scrub oaks. The crews quickly engaged the enemy targets with accurate 25mm fire as the platoon advanced by bounding overwatch. The platoon sergeant received a report that there was an enemy strong point to the left front of the unit. He quickly determined that he would have to dismount his infantry to clear the bunker complex in order to continue his advance.

Personally dismounting, the platoon sergeant led his troopers through the wood line while his Bradleys continued to suppress the enemy position with 25mm fire. He lifted and shifted fires as his assault approached the bunker complex. The clearing team, led by another tough young staff sergeant, moved forward while crew-served automatic fire took up suppression fires as the M2s engaged vehicle targets that were now threatening their position.

The platoon soon gained a foothold, assaulted with live grenades and small arms fire, and methodically cleared the bunker facility. Quickly establishing areas of responsibility, the platoon prepared for the counterattack. Lethal small arms and crew-served and anti-tank fires defeated the counterattack, and the platoon remounted the Bradleys to continue the attack.

Once the platoon reached its limit of advance, it received a frag order directing them to move some 7 kilometers cross-county and counterattack into the enemy force that was threatening the company to their north. Emerging from the wood line, the young staff sergeant immediately brought his platoon into the counterattack, advancing quickly and effectively using 25mm and TOW fires to set the conditions for his infantry to assault the final position.

In all, this operation took some 5 hours. I distinctly remember being in awe of the rapid and disciplined movement of the platoon, and the exceptional command and control exhibited by the platoon sergeant. In the AAR, there was little praise for what I had just witnessed. Instead, the sergeant focused on what his troopers needed to do better.

Similar exemplary training is going on every day in units of all types across our Army. Our young leaders are paid far less than any football coach, but their professional dedication and determination are unmatched. Taking the individual skills of each soldier under their command and producing teams capable of executing the most difficult missions imaginable is what they do every day—without the visibility or accolades that winning coaches and football teams get. These professionals do it quietly, and eagerly move out to overcome the next challenge.

I could tie in some observations about safety and risk management into this piece, but instead I would like to pass on my admiration and pride in what you are doing out there every day. It is because of soldiers like each of you that our nation enjoys the freedoms we expect as Americans. You truly make our Army the envy of the world. Thanks for what you do every day.

Train Hard—Be Safe!

BG James E. Simmons

PLAN ANNUAL TRAINING WITH SAFETY IN MIND

Well, it's that time of year again. The annual training plan and training calendar have long been submitted and approved, and now it's time to start detailed planning for annual training (AT).

In order for the reader to gain the proper perspective on this issue, understand that Army Reserve (AR) and National Guard (NG) soldiers do not conduct training like their active duty brethren. Our active duty contemporaries usually train every day. While we adhere to the same tasks, conditions, and standards, our program requires breaking the tasks into blocks lasting about two days, sandwiched around two-to-four week periods of "leave." It is the lack of continuous training time, in a highly technical/tactical skill with no equivalent in the civilian job market, that makes AT no simple task. This is a real challenge for Reserve Commanders.

Each AT session represents a period of intense training. Leaders need to remind their soldiers that they are accountable for their actions, and self-disciplined performance to standard can have the greatest impact on accident prevention. Planning with safety in mind is a sure-fire prerequisite to successful training.

Command Climate

The first step is to develop a command climate that permeates safety throughout the organization. Make it clear that standards must be adhered to, and that supervisors enforce them. This philosophy has to start from the top, and be executed from both—top down and bottom up.

FM 100-14, *Risk Management*, states that risk management must be integrated into mission planning, preparation and execution. Leaders and staffs must continuously identify hazards and assess both accident and tactical risks, then develop and coordinate control measures. This process applies to AR/NG units as well as active component units.

Supervision

Tough, realistic training conducted to standard is the cornerstone of Army warfighting skills. Our mission demands high-intensity field training in a realistic combat environment, and the potential for accidents is high. As leaders, you've been around long enough to see fenders dented, fingers pinched, and ankles twisted. Unfortunately, some leaders have seen worse—and have attended the funerals that resulted. Supervision is the key to preventing accidents. Simply put, leaders can reduce accidents by consistently enforcing standards in training and discipline.

Rules to remember

Rule No.1: No unnecessary risk should ever be accepted. The leader who has the authority to accept a risk has the responsibility to protect his soldiers and equipment from unnecessary risk. A risk that could be eliminated or reduced and the mission still be accomplished is an unnecessary risk and must not be accepted.

Rule No. 2: Risk decisions must be made at the appropriate level. The leader who's going to have to answer if things go wrong is the leader who should make the decision to accept or reject the risk. In some cases, that will be a senior officer. In many cases, it will be a first-line leader. Small-unit commanders and first-line leaders are going to make risk decisions in combat; as much as possible, they should make risk decisions in training.

Rule No. 3: The benefits of taking a risk must outweigh the possible cost of the risk. Leaders must understand the risk involved and have a clear picture of the training benefits to be gained from taking the calculated risk.

Advantages of risk management for leaders

- Detect risks before losses.
- Quantify risk.
- Provide risk control alternatives.
- Better decisions.
- Greater integration of safety.
- Increased mission capability.

Risk management is, in reality, a smart decision-making process, a way of thinking through a mission to balance training needs against risks in terms of accident losses. Once understood, it is a way to put more realism into training without paying a price in deaths, injuries, and damaged equipment.

The U.S. Army Reserve Command (USARC) teaches risk management four times annually and the Army Safety Center can assist with risk management instruction on a unit-by-unit basis.

** Editor's note: Starting next month, a new column called "Reserve Componet Safety" will be a regular feature in Countermeasure. Individuals in the USAR/USNG are encouraged to submit articles containing any experiences that concern safety.*

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Written in Blood

The M1-series tank is designed to kill. It is an equal opportunity killer that doesn't distinguish between friend and foe or between training and combat. This tank can be your best friend if you take care of it and follow its rules. If you don't, it can be your worst enemy. Since 1990, we've had 14 non-combat fatalities and two permanent disabilities that are directly attributable to the tank. The majority of these accidents were caused by crewmen not paying attention to what they were doing, such as drivers being caught by the turret or by a failure to adhere to standards, such as not using the gun travel lock.

Every time we have a fatal or crippling accident, we reevaluate the warnings, standards, procedures, and mechanical interlocks to see if changes could prevent a similar accident. The number of mechanical interlocks and safety features seem to increase daily. We've all seen the numerous safety warnings in the technical manuals. They are not put there to slow you down or make your work harder. Unfortunately, most of them have been put in place because someone was hurt or died; they're "Written in Blood."

This past September, we lost a tank commander in a breech accident. It appears that the accident was caused by the failure to engage any of the four existing mechanical interlocks, any single one of which, if engaged, would have prevented breech movement. The tank commander failed to follow normal safety procedures highlighted in the tank -10 manual and reinforced repeatedly in training. Bypassing safety interlocks or ignoring standards in a tank can mean death or serious injury. The tank is not forgiving and it doesn't give you a second chance. Recently, a mechanic was permanently disabled in a breech accident because the standards and procedures were also ignored.

Webster's Dictionary defines an accident as "an unforeseen and unplanned event or circumstance" or as "an unfortunate event resulting especially from carelessness or ignorance." About 80 percent of Army accidents, both in peacetime and combat, involve human error. Often accidents cause more losses in soldiers and equipment than the enemy does. All accidents are preventable. We must focus on doing the job correctly, safely, and by the book. We must use safety devices and pay attention to warnings. We must provide leadership that focuses on proper safety control measures and train our subordinates to do the same.

Today's NCO is the front-line trainer and role model for our soldiers and the motivating force to eliminate accident losses. Each hour of each day, an NCO somewhere in the world enforces a standard, provides leadership, and instills the discipline that may prevent a future accident. If the NCO refuses to follow the standards or tells his crew, "Just do as I say, not as I do," he fails in his duty as a leader and more importantly, he fails his crewmembers. Doing something the right way has got to become second nature; that is why we must "train like we fight." We must train correctly and

follow the safety procedures outlined in the -10 technical manuals. We must train safety procedures to become second nature and habitual, so whether in a high-stress situation or in the comfort of our own motor pool, we will still operate safely. However, if we ignore the safety features and warnings when we train, we will continue to lose more soldiers to accidents.

Leaders must train and set examples for their soldiers and must always adhere to the standards. According to the U.S. Army Safety Center, there is a dangerous trend appearing. The most common violators that we see from accident investigations are sergeants, staff sergeants, and young officers. For example, in June 2000, during tank gunnery, a lieutenant allowed his driver to drive the tank in an unsafe manner, "power-sliding" around a concrete turn pad. The NCOIC of the range spoke with the lieutenant about the driver's recklessness and the fact that the lieutenant needed to keep himself at nametag defilade while acting as a tank commander.

The following day, the lieutenant failed to heed the warning of the NCOIC, and his driver once again attempted to power-slide around the turn pad. Unfortunately, the tank slid on some loose gravel, left the road, and rolled 360 degrees. The lieutenant was not at nametag defilade and the tank crushed him as it rolled. What could have prevented this accident? What would a good leader have done? What should the crew have done?

A common phrase that has stood for many years has been "soldiers will focus only on what the commander checks." Given this, commanders must demonstrate the knowledge for all safety requirements inherent to their command and be tenacious in checking and rechecking for compliance. They must ensure their subordinate leaders possess this same trait. If leaders focus on a safe working environment, everyone will. We must emphasize that safety is everyone's responsibility. Safety isn't just following rules; it is knowing where you are and what you're doing at all times. This is situational awareness (SA) and it's everyone's responsibility. SA is not just understanding where you are on the battlefield; it is understanding where you are in the tank and what you are doing. It is knowing where the breech is and where your body is in reference to the breech; it is knowing where all your crewmembers are when you move the turret. Situational awareness is everyone's business.

Safety has always been a number one priority in any training event or exercise because the most valuable asset in our Army is the soldier. In the early days of World War II as our nation prepared for the biggest military challenge in its history, General George C. Marshall, Army Chief of Staff, said, "The primary instrument of warfare is the fighting man. All of the weapons with which we arm him are merely tools to enable him to carry out his mission." This still holds true today. We must continue to find ways to protect our most valuable asset. I challenge each of you to set the example that reinforces the standard, provide leadership and instill discipline that may prevent future accidents to protect our most valuable asset—our soldiers.

The U.S. Army, the Armor Association, the Patton Museum, ARMOR Magazine, and "tankers" and cavalrymen everywhere lost a good friend and stalwart supporter recently when MG (Ret.) Stan Sheridan passed away. Few devoted as much time and effort supporting the Armored Force as this mounted warrior. He served his country in uniform in war and peace for over 32 years, and then kept on serving for 18 years as Director of the U.S. Cavalry Association, Vice President of the U.S. Armor Association, Board of Trustee member of the Patton Museum, Honorary Colonel of the 69th Armor Regiment, and Gold Medallion holder in the Order of Saint George. These are just some of the titles and honors earned by Stan Sheridan.

You know it's easy to support the Armored Force while one wears the uniform; it's a form of self-preservation. But General Sheridan, and others like him, who did it and do it while retired, are special men indeed. These men work tirelessly to keep our heritage alive, passing it along to new generations of tankers and cavalrymen. They remember and celebrate fallen comrades and their accomplishments while mentoring and supporting the "new breed." They deserve our gratitude and respect—there are too few of this ilk.

FORGE THE THUNDERBOLT!

—MG R. Steven Whitcom, CG, U.S. Army Armor Center (Reprinted with permission from *Armor Magazine*.)

What medical condition?

medical condition?

People often admire the soldier who "guts it out," and refuses to quit when sick or hurting, or doesn't tell anyone that something is wrong so that they can deploy, but doing so can be wrong, worse yet—it can be fatal.

Recently, a National Guard soldier in his 40s was mobilized with his unit, and died of a heart attack while training in preparation for a Homeland Defense mission. Nobody in his unit was aware that he might have a problem, because he never said that he might have a problem, and he apparently passed his mobilization physical. What went wrong?

AR 40-501, *Standards of Medical Fitness*, is the guide by which we determine who gets physical exams, and when they get them. The AR also outlines disqualifying medical conditions. AR 40-501 applies to all soldiers, but National Guard soldiers also fall under NGR 40-501, which places some additional requirements on them. Among the extra requirements are more frequent physicals—every 2 years starting at age 38, a level-two cardiac screening with these physicals, and an annual medical certification.

The soldier had taken the age 38 physical as required, but he had failed the Level I cardiac screening, which meant he should have had a Level II screening done. This was never done at an Army facility. The soldier then appears to have missed his next two physicals that were due at age 40 and 42. He did take a mobilization physical, and passed. However, it was not noted that he failed the Level I cardiac screening. Again, a Level II screening was not done. During the soldier readiness processing (SRP) at the training site, no one noticed that the Level I screening had been failed. In addition, every year the soldier had done the annual medical certification, he said that he was in good health, and each was signed by the company commander. None was signed by a doctor or physician's assistant as required.

Did anything else go wrong? The soldier, aside from missing a couple of physicals, really did have a medical condition. What he never told anybody on

any physical, or on the annual medical certifications, is that he had seen his private doctor for chest pain in the past. In addition, several months before the mobilization physical, he had begun taking medications for blood pressure problems and he had experienced problems with indigestion. Though it may not seem like a big problem, cardiac chest pain often appears like, and is mistaken for, indigestion.

Would any of this have made a difference? Maybe, but we will never really know. Here are the real lessons learned:

- The fact is, National Guard and Reserve soldiers normally do not have the same access to Army medical facilities that active duty soldiers do; therefore, if something is missed, it may stay missed for a long time, and the results of missing something can be catastrophic. Because of this, it is vitally important that when physicals are performed, that they are done completely and in accordance with AR and NGR 40-501. It is also vitally important that all physicals, records, and annual medical certifications are carefully reviewed, and approved by the appropriate authority before a soldier is signed off as qualified.
- As more National Guard soldiers are mobilized, it is vitally important that all active duty medical personnel who may be screening, performing physical on, or treating these soldiers know the additional requirements of NGR 40-501, and carefully review all records for completeness. In addition, they need to remember that because National Guard and Reserve soldiers get most of their medical care through civilian doctors, their military medical records may not have all information about medical conditions, and they may need to take extra time and ask additional questions.
- If you have a medical condition, regardless of whether you are active duty, National Guard or Reserve, you must let medical personnel know, either on a physical, an annual certification, going on sick call, or by just plain telling someone.

The last lesson is extremely important. If you have a medical problem, it does not affect just you, especially if you are deployed or about to deploy. Let's face it, soldiers are being sent worldwide, often to remote places, often with minimal medical support.

As an example, let's say you have some condition and are taking pills to control it. You haven't told anyone, but you deploy to a basecamp in Kosovo, Bosnia, or Afghanistan. You run out of pills, and the Aid Station doesn't have them or a substitute, because they are not on the packing list for the Aid Station medical equipment sets. The next thing you know, you are on patrol, haven't taken the pills, the condition gets out of control, and you collapse.

Not only have you put yourself at risk (and by doing so, you put your family at risk), you have also put both your unit and the mission at risk, because now they must stop to evacuate you. If someone has to launch a ground or air MEDEVAC mission to pick you up, you have also put those crews at risk. You could even put a total stranger at risk, because the MEDEVAC mission picking you up cannot respond to a soldier hurt somewhere else at the same time...all because you didn't tell someone.

The example above may seem extreme, but it happens. If you reveal a medical condition, it is really simple risk management; the worst thing is that you may not deploy. On the other hand, it may be possible to take steps so that you can deploy. For example, if it is known that you need an unusual medication, extra supplies of that medication can be obtained. If you have a condition that could be a problem at a remote base camp, it might not be a problem at a camp with a hospital unit. There are many other potential solutions, but only if someone knows from the start there is a problem.

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'Get-there-itis' Kills

No one is immune to 'get-there-itis'. The desire to get home is a powerful thing. Don't let emotions influence unsafe decisions.

Eight more hours, I kept thinking! Eight more hours of this place! Restlessness and signs of impatience slowly crept through my body. That big day finally arrived. I was ready—payday was yesterday, so I had plenty of money in my pocket and a brand new car. I was headed home after my annual training. It was time to have fun and blow off some steam. Whether you are an active soldier or a reservist, we've all been there. Only one thing, we are the lucky ones who survived.

Now, let me tell you how it started. We were almost at the end of the field training exercise (FTX) and everything was going well. Twenty-seven long days of sleeping under the stars, and at last, it was time to pack up and head home.

My platoon sergeant called the squad together and told us how well we had performed our tasks. Then the word came down that the field training had been extended for three more days. Thirty long days and nights!

Then it dawned on me that I was scheduled to pull company charge of quarters (CQ) the next day after coming in from the field. From that point on, everything went downhill.

We arrived back at garrison after those final three days had passed. I thought I would have one evening of rest before pulling my duty. Nope! Another soldier had misplaced his weapon, so we were placed on lockdown. No one was allowed to leave the area until that weapon was recovered. You guessed it. There went my free night of rest!

Five hours later, the armoror realized that he made a mistake on his inventory. I was furious! I only had a couple of hours to sleep before it was time to go to work.

The next day, we cleaned weapons, washed vehicles, cleaned TA-50, then I reported for my CQ briefing at 1600. I had hoped the sergeant would let me get some sleep that night while on duty. Wrong again!

It was a busy night. Soldiers kept me awake all night by coming in and going out at all hours. That didn't matter. All that mattered was that in a few short hours, I was going home; home to my family and to party.

The moment came. I was finally on my way! Only nine hours to my destination. I thought I could handle it. I thought I could drive nine hours with no problems. Man! I was wrong yet again.

The big "F" word set in. I'm talking about fatigue. When fatigue hits you, it hits like a ton of bricks. I kept telling myself I could make it by thinking about all the partying I was going to do when I got there. And that's when it happened.

I was crossing the Mississippi River Bridge when I zoned out. It's a type of experience that you can never imagine. There I was, driving in my sleep. Then all of a sudden I woke up, panicked, and stopped on the middle of the bridge with traffic backed up. You know, I haven't been the same since. How did I get there? When did I get there?

You see, I was lucky because it could have been worse. As of that day, every time I cross a bridge, I live that nightmare over and over again, all because I didn't take the time to get some rest before starting out on my trip. The majority of the time, when it comes to crossing a high bridge, I take an alternate route.

Now, let's talk about driver fatigue and inattention. The National Highway Traffic Safety Administration (NHTSA) data indicates that in recent years, there have been about 56,000 accidents annually in which driver drowsiness/fatigue was cited by police. An annual average of roughly 40,000 nonfatal injuries and 1,550 fatalities result from these accidents.

It is widely believed that these statistics underreport the extent of these types of accidents. These statistics also do not deal with incidents caused by driver inattention, which is also believed to be a larger problem.

CHECK IF ANY OF THE FOLLOWING APPLY

- ☐ Snore loudly
- ☐ You or others have observed that you stop breathing or gasp for breath during sleep
- ☐ Feel sleepy or doze off while watching TV, reading, driving or engaged in daily activities
- ☐ Have difficulty sleeping 3 nights a week or more (e.g., trouble falling asleep, wake frequently during the night, wake too early and cannot get back to sleep or wake unrefreshed)
- ☐ Feel unpleasant, tingling, creeping feelings or nervousness in your legs when trying to sleep
- ☐ Interruptions to your sleep (e.g., nighttime heartburn, bad dreams, pain, discomfort, noise, sleep difficulties of family members, light or temperature)

Sleep is essential to your health, safety and quality of life. If you are not getting enough sleep or you are having difficulty sleeping, talk with your doctor and get help. Most sleep problems and sleep disorders can be diagnosed and are treatable in safe and effective ways. The web site to National Sleep Foundation is http://www.sleepfoundation.org/.

Some misconceptions of fatigue include:

• *Coffee overcomes the effects of drowsiness while driving.*

False. Stimulants are no substitute for sleep. Drinks containing caffeine, such as coffee or cola can help you feel more alert, but the effects last only a short time. You are still likely to have micro-sleep, or brief lapses that last 4 to 5 seconds.

• *I can tell when I'm going to fall asleep.*

False. If you are like most people, you believe you can control your sleep. In a test, nearly 80 percent of people said they could predict when they were about to fall asleep. They were wrong. The truth is, sleep is not voluntary. When you're drowsy, you can fall asleep and not even know it.

• *I'm a safe driver, so it doesn't matter if I'm sleepy.*

False. Alert drivers are safer. Even the safest drivers can use poor judgment when they're sleepy.

• *I can't take naps.*

False. Scientific tests show that naps can help promote alertness. If you think you can't nap, pull over and relax for 15 minutes anyway. You may be surprised at how easily you fall asleep once you give yourself a chance.

• *I get plenty of sleep.*

False. The average person needs 7 to 8 hours of sleep a night. If you don't get this amount, then you probably don't get enough sleep and you may be building up a sleep debt. Ask yourself, "Do I feel rested?"

• *Being sleepy makes you misperceive things.*

True. Have you ever driven at night and seen something you thought was an animal, but it turned out to be a paper bag or leaf blowing across the road? That's only one of the many ways sleepy drivers misjudge their surroundings.

The next time you go on annual training or a weekend trip, take the time to get plenty of rest before going out on the road. That rest can be a lifesaver for you and other drivers.

—Courtesy of Michael Brown, TRADOC Safety Office, brownmt@monroe.army.mil

Safety is Important to Soldiers

A word to NCOs: YOU are the one who knows where the accidents are going to happen. You know how familiar soldiers are with their equipment. You know how familiar they are with each other. You know when they're getting tired or frustrated. You also know the other sections or units and how they work.

Here are some suggestions for taking the lead in safety:

● **Don't make light of safety requirements.** We've all seen NCOs who abide by safety requirements only when someone important is watching. As soon as that person leaves, soldiers get a wink and off they go—without safety glasses, hearing protection, or safety belts. Your soldiers believe what YOU tell them. Are your words—or your actions—telling your soldiers that safety isn't important?

● **Take time to do things safely—that means by the book.** When it's time to leave the field, everybody's in a big rush. We all know how that goes. Slow your folks down. Don't be in such a hurry that somebody gets hurt or something gets damaged. Getting back 30 minutes earlier isn't worth the cost of a wrecked vehicle or injured soldier.

● **Have a plan.** When you want to get things done quickly, the best way to accomplish it is not with speed of movement, but with organization. Make sure your soldiers study the plan: who is going to accomplish what tasks and how, who is going to help, and what equipment goes where.

● **Use the buddy system.** This old standby puts the soldier who really knows what he or she is doing on a task with the one who is new. Make your soldiers feel responsible for each other. Watching out for someone's safety somehow makes us more aware of potential danger than just watching out for number one, and it prepares newer soldiers to be safety-conscious NCOs.

● **Don't let your soldier play stupid.** Believe it or not, many injuries occur while we're having fun. Having a successful and safe AT period or drill weekend, then getting hurt playing ball or going out afterward is stupid. Don't let your "guard" down while you and your soldiers are having fun.

● **Speak up.** Have you been waiting for someone to give you the authority to take charge regarding the safety of your soldiers? Go for it. If you think an act is unsafe, question it. If you know it is unsafe, stop it. Your soldiers will never forget you; nor will they forget the message that you're sending—that safety is important to soldiers.

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Commanders Safety Course Mandatory Before Taking Unit Command

A new Commanders Safety Course for officers selected to command will become a pre-command requirement once it comes online within the next three months. Completing the Commanders Safety Course will give commanders the tools they can use to build their unit safety programs through all levels of command.

Officers selected for battalion and brigade command will also be required to complete the course before beginning the Pre-Command Course at Fort Leavenworth, KS.

"This program is also for the young lieutenant who has not had any safety training and he's saddled with being a collateral duty safety officer," said Dwight McLemore, TRADOC Safety Office. "He can learn how to do his additional duty job really fast, and he meets the precommand requirement, too."

But it's much more than a safety course, according to Lt. Col. Steven Foley, who is Schools Division Chief within the Individual Training Directorate, Deputy Chief of Staff for TRADOC.

"The Army leadership said let's give the commanders, command sergeants major and first sergeants the tools and knowledge to implement and manage a unit safety program and incorporate risk management in everything they do," he said.

Risk management is the first tool. According to Foley, this program helps identify hazards as well as control measures to minimize risk involved in unit and individual actions and duties.

The second one is the Unit Safety Program. It uses an example of an outstanding unit safety program from the 2nd Airborne Brigade, Fort Bragg, NC, which was approved by the Forces Command Inspector General. Students will be able to build their own unit safety program using data gathered from an enormous Army safety program reference list.

The last tool is a resource navigator, a portal through the U.S. Army Safety Center, Fort Rucker, AL. The navigator contains the URL (Uniformed Resource Locator) links to "just about every safety issue that we can identify," Foley said.

"That means if I'm writing a risk management assessment for a road movement, I look up controls and hazards for that activity. If some other guy elsewhere is using the tool at the same time, thinks up hazards that I didn't think of, my computer will be automatically updated with those hazards," Foley explained.

That happens because the tool is collecting and storing data not only internally to the local area network, but also externally in a large data bank that will be part of this program.

Users will be able to take those tools with them after completing the course, by either downloading from the Reimer Digital Library or by requesting a CD-Rom from the Army Training Support Center at Fort Eustis, VA.

The Commander's Safety Course was created as a result of a directive from Gen. Eric K. Shinseki, Army Chief of Staff, to the Army Safety Center and TRADOC. He wanted a course that could help commanders identify and reduce needless accidents and deaths of our soldiers. He also wanted a course that would qualify an officer, sergeant major, or first sergeant to perform safety program duties, and invigorate risk management training and programs within the institutional and operational Army.

"The Commanders Safety Course can do that," Foley said. "The tools in the course make it a really effective, adaptable resource. Other Army courses can be based on this format. It's so powerful that simply naming it Commanders Safety Course does not do it justice."

Every officer, noncommissioned officer and warrant officer will add to their professionalism by completing the Commanders Safety Course.

Editor's Notes: (1) The U.S. Army Safety Center is the proponent for this course. Dr. Brenda Miller developed the Program of Instruction and TRADOC built upon that to develop the distance learning product. (2) The risk management portion of the course is being considered for addition to the Sergeants Major and First Sergeants Courses.

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RANGE SAFETY
BEGINS BEFORE YOU GET THERE

As an Infantryman, I have been involved with ranges in one capacity or another for 19 years. Throughout my career, I have picked up a few things that have been effective for me. I wish I could say that I came up with them all on my own, but I was fortunate enough to have served with excellent soldiers, and I have shamelessly stolen all of their good ideas. I would like to pass them on to you in hope that it might help you run a safer, more effective range.

First and foremost, you must go through the range certification process at your installation to ensure that you are up to speed on everything particular to your installation, the range, and the weapon(s) systems you are using.

- **Talk to range control.** These are the smart folks when it comes to range operations; they do it full time. Normally, we only deal with them when we pick up the range packet or when we are trying to clear the range at the end of training. Don't just do the minimum coordination required to get the range up and running, take the time to talk to range control cadre members who manage that particular range. You will find that the majority of these guys take pride in what they are doing and have a genuine desire to help you operate a successful range. Don't ignore the guys in civilian clothes. We often tend to look right past these guys. You are costing yourself the opportunity to learn something. I will use Mr. White as my example. He works at Fort Campbell, KY, and has been involved with the ranges there longer than any of you have been wearing green. If you can't learn something from somebody with that kind of experience, then you aren't trying hard enough.

● **Learn from others.** Talk to units who have run that range recently. Find out what kind of problems they encountered. If things went well, see if you can incorporate their plan into your training. If they produced a chicken noodle hoagie, find out what happened and implement countermeasures to ensure it doesn't happen to you. I was in one unit where it was a requirement to contact the last unit that had fired on that range. Makes sense to me.

● **Plan, plan, plan.** Work your pre-range checklist. It is really embarrassing when the range is "hot" and the unit is ready to go, but they have to sit in the bleachers and cool their heels while you send the HMMVW back to the billets to get the critical item that you forgot to bring. (Been there, done that, had the one-way conversation with the boss later on!) If you have a good plan, it will help you to conduct a smooth operation, without having to vigorously exit your own 'fourth point of contact' at the last minute.

● **Haste is not the same thing as efficiency.** If you are trying to get an 8-hour range done in 4 hours, then you are taking shortcuts somewhere, and you are setting yourself and your unit up for failure. Do it right and do it in a controlled manner. Do not inhibit safety or training due to time management issues.

● **Brief and rehearse your range detail.** Everybody from line safeties to the ammunition point detail should know exactly what they are doing before the unit is lined up ready to shoot. Just because you know what you want them to do and how you want them to do it does not necessarily mean that they know it, unless you adequately communicated it to them. Osmosis has limited effectiveness in a range setting. Proper briefings and rehearsals will save you time and headaches once you get there.

● **Prepare and rehearse your range safety briefing.** Put your briefing together and use cue cards, flip charts, or whatever else you need to provide a comprehensive safety briefing. "Hip shots" have the potential to omit vital information that the firers need to have.

● **Be prepared for emergencies.** Have primary and alternate range control/CASEVAC frequencies memorized, written down, and set on your radios. Have back-up communications available. Talk to your on-range medic and make sure that he/she is on the ball and has the minimum amount of medical knowledge and supplies to deal with any possible emergency that may arise.

Obviously, you hope you will have no need for a medical response during your range, but hope is not a course of action, and you want to be able to keep a bad situation from getting worse in case you have an accident.

● **Do the prep work.** You should be competent in all aspects of every weapons system that you will be using on the range. You do need to have the appropriate FMs and TMs available on the range, but it shouldn't be the first time that you have opened the manuals. If you are conducting a range with weapons that you do not use on a regular basis, consider talking to a unit that does.

● **Conducting a demolitions range?** Why not pick up the phone and talk to the engineers, EOD and/or the Special Forces guys and get some hot tips on how to do it right? Small arms range? Run down the street and talk to the Grunts. You may even be able to talk some of these guys into coming down to your unit and conducting classes for you. Teamwork is not just a concept, and it should not stop at your front door.

● **Train soldiers on the basics.** A good marksmanship program will begin long before the soldiers arrive on the range. The appropriate 23-series field manual and the Common Tasks Training book (CTT book) will get you started in the right direction. It's sort of like driving a car. You wouldn't take someone out to road test before they had received classes and written testing, would you? Think about it.

Here's the bottom line. If your range is properly executed, then safety and realistic training should be able to coexist, with one reinforcing the other. That should be your goal.

Mission First, Safety Always.

POC: MSG Sean M. O'Brian, Risk Management Division, DSN 558-2845 (334-255-2845), sean.obrian@safetycenter.army.mil

ACCIDENT BRIEFS

Information based on preliminary reports of ground accidents.

Personnel Injury

Class A

- A 20-year old PVT had been fishing with friends when he decided to go into the water. His body was recovered the next day.

- At 0630, a 21-year old PVT fell from the 3rd floor balcony of his barracks building resulting in fatal injuries.

- A SSG was participating in a parachute freefall competition when he landed off the DZ and sustained critical injuries (permanent total disability).

Class C

- During a field exercise, a SGT injured his arm when he climbed up the left side of the LMTV to adjust a camouflage net. He was placed on 14 days restriction. The soldier should not have been working alone.

- A SGT injured his fingers when he lost his grip removing a transfer to an M998. The transfer had transmission fluid on it and caused it to slip and fall against the body frame, injuring his fingers. The soldier should not have been working alone.

- Under icy conditions and limited visibility, a SSG attempted to dismount the tank with three points of contact, he slipped off the front deck and struck his elbow against the light housing.

- A SGT sprained his right ankle while participating in a battalion live fire exercise. He was bounding forward during the dry fire phase and his foot got caught inside an old tire track hidden by dense vegetation. He missed three days of work and is still awaiting possible surgery.

POV

Class A

- At 2030, a 45-year old MAJ was en route to drill training when he was involved in a one-car accident resulting in fatal injuries.

- At 0445, a 28-year old SGT lost control of his vehicle and struck a telephone pole, resulting in fatal injuries.

- At 1520, a 22-year old SPC was returning from drill when another vehicle crossed the centerline and struck his vehicle head-on. The SPC was killed instantly. The other driver is suspected of being DUI.

AMV

Class C

- A PFC was a passenger in the rear of a 2½-ton truck heading back to the rear area. The driver drifted off the road for only a short distance and encountered three bumps in a row. When the truck ran over them, it caused the bed and the passengers in it to take three very hard jolts, injuring the PFC's back.

- While in a convoy, an inexperienced PFC driver was injured when her M997 HMMWV Ambulance slid off the shoulder of the road and rolled 1½ times. This was her first winter field training exercise. Damage cost was $25,000.

- A SPC sprained his arm when he drove an M1097 HMMWV Van off the road and it overturned. The driver fell asleep at the wheel and his assistant driver was also asleep during the accident. The unit had been on the road for over 10 hours and at work over 13 hours. The assistant driver was not licensed to drive. Fortunately, both were wearing seatbelts and helmets.

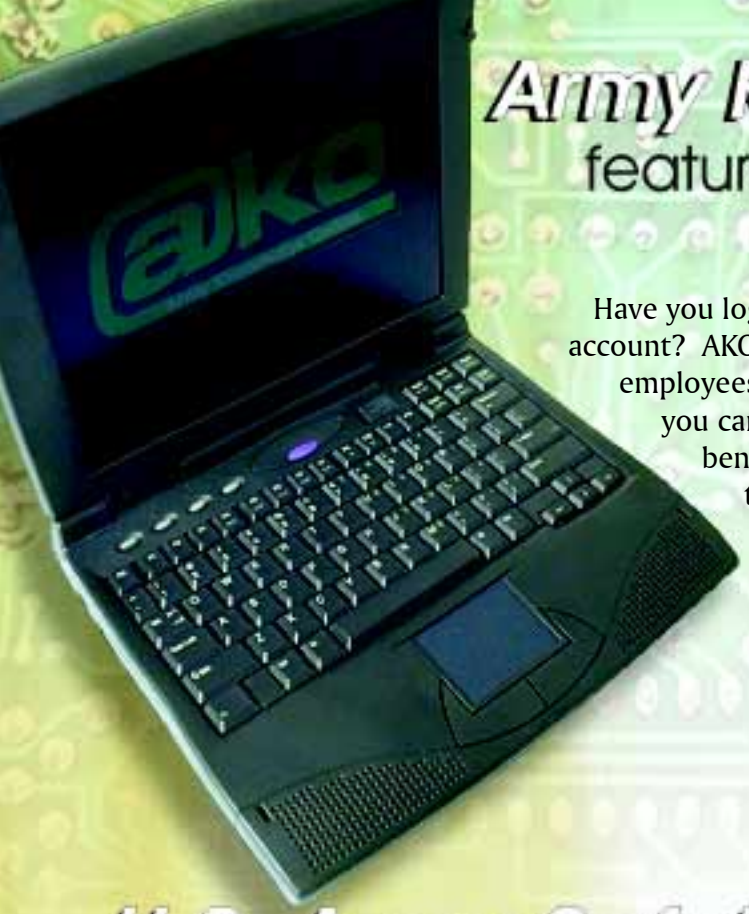
- The driver (SPC) of an M915 rammed the back of a stopped truck, which caused that truck to hit the one in front of it. All drivers were briefed on the mission, route, and dusty road conditions expected along the convoy route. At several points, the soldier lost visibility of the truck in front of him, but managed to catch up. After driving for approximately 30 minutes, the driver lost visual contact again when he rounded a corner and was immediately engulfed in a thick dust cloud. Sun on the windshield, coupled with the "brown out" condition caused him to lose visibility for about three seconds, which resulted in the collision. No one was injured. The SPC was licensed and wearing his seatbelt.

ACV

Class C

- While traveling down a southern tank trail, the crew noticed flames coming from the engine compartment. The crew stopped the tank and discharged the fixed fire extinguisher system. The crew then waited for the installation fire department. According to a company maintenance chief, the fire was caused by a fan breaking apart inside the engine, cutting multiple fuel and oil lines which sprayed the flammable POL products onto the hot engine.

Army Knowledge Online features Countermeasure



Have you logged on to your Army Knowledge Online (AKO) account? AKO is the Army's portal for soldiers and civilian employees worldwide. Along with all its other useful features, you can now get Countermeasure, Flightfax, and other benefits from the U.S. Army Safety Center website right there on AKO. Here's how:

1. Log on to **AKO.**
2. Scroll down the left column to **SPECIAL STAFF.**
3. Click on **SAFETY.**
4. Click on the **Safety** drop down.

You're there! Spread the word.

U.S. Army Safety Center Points of Contact

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Sergeant Major: SGM David Griffith, 3575
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Army Reserve Liaison: LTC Keith Cianfrani, 9864
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Legal: LTC Cindy Henry, 2924
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Safety Messages

Recap of selected 1QFY02 safety messages

The following is a listing of selected safety of use messages (SOUMs) and ground precautionary messages (GPMs) issued by Army Tank-Automotive Command (TACOM) and Communications and Electronics Command (CECOM) for 1QFY02. Complete copies are available on the Army Electronic Product Support Bulletin Board via the Internet web site at **http://aeps.ria.army.mil.**

● **SOUM-02-001**, R261521ZOct01, subject: Operational, 115-Ton Barge Derrick, BD Series 6800, NSN 1935-01-434-6826. Reference: DTG121343ZMar01, subject: SOUM-01-011, "DEADLINE" NSN 1935-01-434-6826, 115-Ton Barge Derrick, BD Series 6800. Referenced DEADLINE SOUM is now revised to Operational to allow in port crane operations; effective immediately, the 115-ton barge derrick, BD 6800 series is prohibited from stern towing. POC: Henry Ballard, DSN 786-7159 (586-574-7159), ballardh@tacom.army.mil.

● **GPM-02-001**, 111440ZOct01, subject: Revised GPM-02-001, Remove and replace a fuel line adapter fitting for Bradley Fighting Vehicle (BFV) 600 horsepower engine, NSN 4730-01-303-1160. Vehicles affected: BFV variants: M2A2, NSN 2350-01-248-7619, LIN F40375; M2A2-ODS, NSN 2350-01-405-9886, LIN F40375; M2A3, NSN 2350-01-436-0005, LIN F60564; M3A2, NSN 2350-01-248-7620, LIN F60530; M3A2-ODS, NSN 2350-01-405-9887, LIN F60530; M3A3, NSN 2350-01-436-0007, LIN F90796; M6 Linebacker, NSN 2350-01-448-0368, LIN C00384; M7 BFIST NSN 2350-01-432-1526, LIN F86571. Summary: The current brass fuel line adapter fitting, NSN 4730-01-303-1160, can fail. If the current fuel line adapter fitting fails, there is a danger of fuel spraying over the engine, which could cause a fire. POC: Brian Smerdon, DSN 786-7696 (810-574-7696), smerdonb@tacom.army.mil.

● **GPM-02-002**, 171245ZOct01, subject: Item affected, NSN 3810-01-448-2619, all vehicles affected with model number AT422T, LIN C36586, NSN 3810-01-448-2619. Summary: During the past 18 months, TACOM has received field reports of a catastrophic failure of the steering gear box on the newly fielded all terrain crane (ATEC). POC: David J. Rinke, DSN 786-7296 (586-574-7296), rinked@tacom.army.mil.

● **GPM-02-003**, 181247ZOct01, subject: Goodyear AT2A tire used on the following HEMTT vehicles: M977, LIN T39518, LIN T59278; M978, LIN T58161, LIN T87243; M983, LIN T88677; M984 and M984A1, LIN T63093; M985, LIN T39654, LIN T39586, M985E1, LIN T41721. Summary: Replaced by TACOM GPM 02-004 in its entirety.

● **GPM-02-004**, 251151ZOct01, subject: Goodyear AT2A tire used on the following HEMTT vehicles: M977, LIN T39518, LIN T59278; M978, LIN T58161, LIN 87243; M983, LIN T88677; M984 and M984A1, LIN T63093; M985, LIN 39654, LIN T39586; M985E1, LIN T41721. Summary: TACOM has identified a manufacturer's defect in certain production run Goodyear tires model AT2A, size 16.00R20, NSN 2610-01-126-1576. These tires are used on the HEMTT family of vehicles. A small number of the tires will develop cracking after mounting, inflating, and flexing the tire. This cracking appears after a load is applied to the tire, the vehicle is put in motion, and the sidewall is flexed. Cracking will occur from the outside of the tire and move inward. POC: Anderson Coleman, DSN 786-4258, colemaan@tacom.army.mil.

● **GPM-02-005**, 260917ZOct01, subject: HET M1070 Truck Tractor, NSN 2320-01-318-9902, LIN T59048. Summary: Investigation of a recent engine compartment fire on a M1070 HET has identified that incorrect routing of fuel and hydraulic lines may have

contributed to the fire. POC: Michael R. Decker, DSN 786-7438 (586-574-7438), deckerm@tacom.army.mil.

● **GPM-02-006**, 051440ZNov01, subject: Hull Network Distribution Box (HNB), NSN 6110-01-422-2562, for all Abrams Tanks M1A1, NSN 2350-01-087-1095, T13168, M1A2/M1A2 SEP, NSN 2350-01-328-5964, T13305 and all FMS tanks. Summary: Vehicles equipped with pulse jet system (PJS) are to be equipped with an HNB, NSN 6110-01-422-2562, part number 12387900. Failure to do so will render the NBC sponson warning indicator inactive, putting the crew in a hazardous condition. Previously, the supply system would issue an unmodified HNB, 6110-01-344-0469, part number 12345531-2, if a modified HNB, NSN 6110-01-422-2562, was not available. TACOM CBU has changed the provisioning and requisitioning data to ensure that an unmodified HNB will not be issued when a modified HNB is requisitioned. POC: Michael Calleja, DSN 786-8540 (586-574-8540), callejam@tacom.army.mil.

● **GPM-02-007**, 15Nov01, subject: Commercial 100-Round Magazine for Use in M249 Squad Automatic Weapon (SAW), NSN 1005-01-127-7510, LIN M09009 (AR Role) and NSN 1005-01-451-6769, LIN M39263 (LMG Role). Summary: A quantity of 2000 each commercially available 100-round double drum magazines (C-MAG) were purchased and provided free issue to some high priority units for use in the M249 SAW. More of these magazines may be purchased as test results, funding, and requirements become known. POC: Mark Johnson, DSN 793-1918 (309-782-1918), johnsonm@ria.army.mil.

● **GPM-02-008**, 14Nov01, subject: Kiowa Helicopter XM296 Machine Gun, NSN 1005-01-338-4766. Summary: The headspace check for the XM296 machine gun will be modified to alert maintenance personnel to possible gun problems when headspace and timing requires consecutive adjustment. POC: Gary Mau, DSN 793-1935.

● **GPM-02-009**, 071504ZNov01 subject: Hull Network Distribution Box (HNB), NSN 6110-01-422-2562, for all Abrams Tanks M1A1, NSN 2350-01-087-1095, T13168, M1A2/M1A2 SEP, NSN 2350-01-328-5964, T13305 and all FMS tanks. Summary: M1A1 tanks equipped with pulse jet system (PJS) are to be equipped with a modified hull network box (HNB), NSN 6110-01-422-2562, part number 12387900. Failure to do so will render the NBC sponson warning indicator inactive putting the crew in a hazardous condition. Previously, the supply system would issue an unmodified HNB, 6110-01-344-0469, part number 12345531-2, if a modified HNB, NSN 6110-01-422-2562, was not available. TACOM has changed the provisioning and requisitioning data to ensure that an unmodified HNB will not be issued when a modified HNB is requisitioned. POC: Michael Calleja, DSN 786-8540 (586-574-8540), callejam@tacom.army.mil.

● **GPM-02-010**, 28Dec01, subject: M109A6, Paladin Automatic Fire Control System (AFCS) Computer Unit (ACU), NSN 7021-01-440-2127. Summary: One Paladin AFCS ACU experienced an internal wiring problem. This occurred when the leads on the adjacent servo circuit card assembly (CCA) pierced the tape wrapped wiring harness within the ACU. This failure resulted in uncontrolled gun tube oscillation. POC: Kevin Ellis, DSN 880-2047 (973-724-2047), kellis@pica.army.mil.

● **GPM-02-011**, 28Dec01, subject: Kiowa Warrior Helicopter OH-58D Ejector Rack, NSN 1095-01-301-7705. Summary: Talley Defense Systems delivered 10 Kiowa Warrior ejector racks containing cylinder caps with no final protective finish. Without final protective finish, the cap will corrode internally which could result in the rack not functioning properly. Failure of a rack to function during an in-flight emergency could result in a catastrophic event. POC: Scott Johnson, DSN 793-2364.

COMING soon to a theater near you!

DRIVE TO ARRIVE

Several talented country music artists have joined up in the Army's campaign to prevent soldier deaths in POV accidents. In movie theaters across the Army and Air Force Exchange Systems (AAFES) worldwide, military moviegoers will soon be treated to short public service video clips while waiting for the main feature to begin.

Country artists Joe Diffie, Collin Raye, Tammy Cochran, Charlie Robison and Travis Tritt are featured in the "Drive to Arrive" high resolution videos, produced by the U.S. Army Safety Center. Watch for them at your local AAFES theater next time you take in a flick, and ***"Drive to Arrive."***